
HOUSING AND COMMUNITY DEVELOPMENT

Mission:

The Department of Housing and Community Development improves the quality of life for Durham's residents by increasing the availability of and improving access to decent, safe and affordable housing.

PROGRAM DESCRIPTION

Planning, Financial & Personnel Administration

Non-Grant Funds: \$2,160,859

Grant Funds: \$4,355,703

52 FTEs

This program includes the oversight provided through the Office of the Director, and the ongoing administrative and managerial functions that are required for daily operations of the department, including: fiscal, financial and program management; personnel administration and development; customer service and facility management; strategic planning, process improvement and performance reporting.

Housing Development

This program includes all community development, housing development and other redevelopment projects, programs and services intended to stabilize communities through housing production, infrastructure replacement, public service delivery, homebuyer initiatives, housing rehabilitation, Lead hazard mitigation and abatement and other activities that improve living conditions in neighborhoods.

Community Improvement

This program includes all quality of life ordinance enforcement activities such as housing code, weedy lot, abandoned vehicle, junk and debris.

Neighborhood Services

This program includes all planning and implementation of neighborhood, public education and community outreach programs to support neighborhoods and citizen leaders to develop trust, facilitate open communication and improve working relationships with city staff. This function is expanding services in the near future to include neighborhood organizing, citizen leadership identification and training and exploring methods of leveraging private funds for targeted neighborhood revitalization.

RESOURCE ALLOCATION

	Actual FY 2003-04	Adopted FY 2004-05	Estimated FY 2004-05	Adopted FY 2005-06	Change
<i>Non-Grant</i>					
Appropriations					
Personal Services	\$ 1,271,188	\$ 1,312,652	\$ 1,215,706	\$ 1,575,536	20.0%
Operating	748,994	757,520	709,856	585,323	-22.7%
Capital	-	76,728	70,255	-	0.0%
Total Appropriations	\$ 2,020,182	\$ 2,146,900	\$ 1,995,817	\$ 2,160,859	0.7%
Full Time Equivalents	20	25	23	28	3
Part Time	-	-	-	-	-
Revenues					
Discretionary	\$ 2,020,182	\$ 2,146,900	\$ 1,995,817	\$ 2,160,859	0.7%
Program	-	-	-	-	0.0%
Total Revenues	\$ 2,020,182	\$ 2,146,900	\$ 1,995,817	\$ 2,160,859	0.7%
<i>Grants</i>					
Appropriations					
Personal Services	\$ 1,154,149	\$ 1,515,404	\$ 1,419,617	\$ 1,429,001	-5.7%
Operating	4,912,264	4,363,090	4,155,049	2,926,702	-32.9%
Total Appropriations	\$ 6,066,413	\$ 5,878,494	\$ 5,574,666	\$ 4,355,703	-25.9%
Full Time Equivalents	27	27	29	24	-3
Part Time	-	-	-	-	-
Revenues					
CDBG	\$ 1,854,516	\$ 2,522,000	\$ 2,304,000	\$ 2,292,027	-9.1%
HOME/ADDI	2,779,087	2,106,738	1,628,588	1,699,216	-19.3%
Lead-Based Paint	1,040,580	902,980	1,334,684	114,460	-87.3%
EDI	117,230	-	132,394	25,000	100.0%
Weed and Seed	275,000	175,000	175,000	225,000	28.6%
Emergency Shelter	-	171,776	-	-	-100.0%
Total Revenues	\$ 6,066,413	\$ 5,878,494	\$ 5,574,666	\$ 4,355,703	-25.9%
Total Budget	\$ 8,086,595	\$ 8,025,394	\$ 7,570,483	\$ 6,516,562	-18.8%

BUDGET ISSUES FOR FY 2005-06

- Create cost centers to improve fiscal accountability.
- Address fleet management, purchasing, cell phone and notebook use to minimize costs and maintain efficiency.
- Examine office rental situation with regards to costs, needed space and working conditions.
- Lower delinquency rates in loan portfolio to increase collection revenue.
- Develop methods to increase public/private partnerships to leverage more non-public dollars in neighborhoods.
- Investigate philanthropic opportunities that could be challenged through our sub-recipients and non-profits.
- Increase volunteer activities to support the Department's efforts.

UNFUNDED OR UNDERFUNDED ITEMS

- | | |
|-----------------------------------|----------|
| • NovaLis Software for Inspectors | \$96,000 |
| • Nuisance Abatement | \$66,800 |

COMPLETED INITIATIVES FOR FY 2004-05

- Developed an RFP approach to rating applications for HOME and CDBG funding.
- Received a Shelter Plus Grant.
- Received and was first in North Carolina to expend all of the American Dream Downpayment Initiative Fund (ADDI) for the purpose of increasing the number of first time homeowners.
- Improved on loan servicing to achieve a lower delinquency rate.
- Monitored activities funded through federal Community Development Block Grants (CDBG) and HOME monies, providing technical assistance and support to sub-recipients.
- Moved forward with previously approved bond funded projects that will increase the supply of safe, decent and affordable housing, thereby moving closer to meeting the City's housing production goals set forth in the five year consolidated plan.
- Prepared the City's next five year consolidated plan.
- Continued homeownership purchase programs for first-time buyers, police, public school teachers and city and county employees.
- Improved sub-recipient monitoring to insure compliance with city and federal regulations.
- Received a clean Federal program audit without any major concerns or findings, resulting in a year with no federal fund reimbursements.
- Standardized report preparations to provide a higher quality of information to the City Manager and Council.
- Aggressively used CDBG and HOME monies to carry out housing projects, including housing unit production and rehabilitation with an emphasis on producing more confidence in distressed neighborhoods.
- Continued pre-construction phase for Barnes Avenue and Gattis Street projects and pre-development planning for Rolling Hills.

DEPARTMENT INITIATIVES FOR FY 2005-06

- Finalize issues with Centennial Village resulting in either rehabilitation or demolition.
- Increase housing code, abandoned vehicles and weedy lot enforcement citywide.
- Improve training and technical assistance to grant sub-recipients with an emphasis on expanding their funding base to include philanthropic and non-public monies, as well as their creating enterprise activities to sustain operating budgets.
- Concentrate housing rehabilitation efforts in targeted neighborhood sub-areas in conjunction with acquisition, clearance and relocation activities in order to comprehensively address housing needs and to promote neighborhood stability and private investment.
- Increase Lead abatement activities by working with sub-recipients, volunteers and other partners.
- Develop more active public/private partnerships that combine resources and activities to produce visual results in concentrated areas.
- Execute more and timely code inspections with better follow-up on code enforcement activities to include staffing CENAT activities and timely and easily understood reporting of compliance.
- Better integrate code enforcement activities with development activities to provide synergistic outcomes in targeted areas.
- Expand the activities of the Community Relations Coordinators to target certain small geographic areas for highly visible revitalization efforts.
- Increase communications between code enforcement, housing activities and affected neighborhoods.
- Develop better presentations to Council in both composition and appearance which clarify project timelines, department capacity evaluation and expected final product.
- Work in conjunction with Durham One Call to improve handling, solving and reporting results on complaints, inquiries and citizens concerns.
- Develop and refine standard operating policies and procedures for all program functions and computerize work flow, forms and reporting.
- Continue to work with homelessness activists to meet the national ten year plan to end homelessness.
- Staff and strengthen the Citizens Advisory Committee and the Manager's Kitchen Cabinet.

GOALS, OBJECTIVES & STRATEGIES FOR FY 2005-06

GOAL: *To increase the supply of and access to decent, safe, and affordable housing in the City.*

OBJECTIVE: To increase the number of single-family homes available to low and moderate income persons.

STRATEGY: Effectively partner with nonprofit or for profit single family housing development entities by providing federal monies and project management oversight.

MEASURE:	Actual FY 2004	Adopted FY 2005	Estimated FY 2005	Adopted FY 2006
# of affordable single-family housing units brought online	13	35	35	40

OBJECTIVE: To increase the affordability of existing homes by increasing the number of homeownership loans closed.

STRATEGY: Educate staff about loan programs, especially Community Relations Coordinators and others who work extensively with the public and can inform and recruit additional loan applicants.

STRATEGY: Develop effective marketing materials related to loan programs.

MEASURE:	Actual FY 2004	Adopted FY 2005	Estimated FY 2005	Adopted FY 2006
# of loans closed making single-family units affordable	54	60	68	65

OBJECTIVE: To increase the number of multi-family and/or special needs units constructed or rehabilitated by 20%.

STRATEGY: Effectively partner with nonprofit or for profit multi-family housing development entities by providing federal monies and project management oversight.

MEASURE:	Actual FY 2004	Adopted FY 2005	Estimated FY 2005	Adopted FY 2006
# of affordable multi-family housing units created/rehabilitated	0	116	54	60
# of special needs housing units created/rehabilitated	0	20	33	12

GOAL: *To reduce the number of substandard housing and unsafe structures in the City of Durham.*

OBJECTIVE: To demolish unsafe residential and commercial structures located in the City of Durham.

OBJECTIVE: To aggressively enforce the Minimum Housing Code and Unsafe Building Ordinance.

OBJECTIVE: To increase the number of cases presented to the Housing Appeals Board and Community Life Court.

OBJECTIVE: To enforce the orders of the Housing Appeals Board and Community Life Court.

STRATEGY: Enforce the Minimum Housing Code and Unsafe Building Ordinance legal process on the structures identified as vacant/abandoned by citizen volunteers.

STRATEGY: Work with other city and county departments to proactively identify and eliminate code violations by sending Code Enforcement Teams out to canvass inner-city neighborhoods.

STRATEGY: Eliminate the number of open cases by following through with approved procedures and filling vacant housing inspector positions.

MEASURE:	Actual FY 2004	Adopted FY 2005	Estimated FY 2005	Adopted FY 2006
# of substandard structures inspected	1,981	2,916	3,254	3,138

GOAL: *To decrease the number of abandoned, junked, and hazardous vehicles located in the City of Durham.*

OBJECTIVE: To aggressively enforce the Abandoned, Junk, and Hazardous Vehicle Ordinance.

STRATEGY: Develop a training program for new and existing housing inspectors that identifies applicable North Carolina General Statutes and the city processes for abatement.

STRATEGY: Work with other city departments to proactively identify and eliminate abandoned, junk, and hazardous vehicles by sending Code Enforcement Teams out to canvass inner-city neighborhoods.

STRATEGY: Forward cases to Community Life Court that cannot be abated through self-help remedy.

MEASURE:	Actual FY 2004	Adopted FY 2005	Estimated FY 2005	Adopted FY 2006
# of vehicles inspected	1,000	1,287	1,232	1,140

GOAL: *To decrease the number of trash/debris/weedy lots in the City of Durham.*

OBJECTIVE: To aggressively enforce the ordinance that addresses trash and undergrowth on property.

STRATEGY: Work with other city departments to proactively identify and eliminate junk and weedy lots by sending Code Enforcement Teams out to canvass inner-city neighborhoods.

STRATEGY: Forward cases to Community Life Court that cannot be abated through self-help remedy.

STRATEGY: Aggressively enforce the ordinance in order to reduce the number of repeat violators.

MEASURE:	Actual FY 2004	Adopted FY 2005	Estimated FY 2005	Adopted FY 2006
# of weedy lot inspections	799	1,080	1,230	1,140

GOAL: *To decrease the number of individuals residing in sub-standard dwellings.*

OBJECTIVE: To place citizens in safe, decent and affordable rental dwellings by utilizing the relocation program.

STRATEGY: Work in conjunction with the Housing Inspectors to relocate occupants out of structures that have been condemned.

STRATEGY: Work with the PACs to identify dwellings in their districts that have major Minimum Housing Code violations.

MEASURE:	Actual FY 2004	Adopted FY 2005	Estimated FY 2005	Adopted FY 2006
# of relocations	N/A	40	36	45

GOAL: *To improve the appearance and safety of neighborhoods.*

OBJECTIVE: To assist housing inspectors to increase the number of trash/debris/weedy lots and abandoned vehicles brought into compliance.

STRATEGY: Community Relations Coordinators will assess their respective districts and report findings to the appropriate Housing Inspector.

STRATEGY: Work aggressively with the PACs and neighborhood associations to identify solutions to satisfy appearance and safety issues.

MEASURE:	Actual FY 2004	Adopted FY 2005	Estimated FY 2005	Adopted FY 2006
# of code enforcement referrals from Community Relations	N/A	725	720	725

GOAL: *To improve the safety of housing stock by reducing the public health impact of Lead.*

OBJECTIVE: To abate 35 units that test positive for Lead-based paint for the budget period.

STRATEGY: Identify target housing, in collaboration with certified contractors, to meet the program goals as established in the HUD grant agreement.

MEASURE:	Actual FY 2004	Adopted FY 2005	Estimated FY 2005	Adopted FY 2006
# of Lead contaminated units abated	35	35	65	35

GOAL: *To substantially rehabilitate and provide emergency repairs to owner-occupied housing units.*

OBJECTIVE: To increase the number of houses rehabilitated by 25% and number assisted with emergency repairs by 10%.

STRATEGY: Revise and implement new policies and procedures for the Rehabilitation Program with increased limits for substantial rehabilitation and emergency repair projects.

MEASURES:	Actual FY 2004	Adopted FY 2005	Estimated FY 2005	Adopted FY 2006
# of single family housing units rehabilitated	27	30	24	30
# of single family housing units repaired	71	66	34	66